

DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY

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DEPARTMENTAL PERSONNEL MANUAL

DPM BULLETIN NO. 338-10

DATE: FEB 11 1998

SUBJECT: Interim Guidance on Implementation of Revised Qualification
Standard for GS-1102 Series

This Bulletin provides interim guidance on the Department of Transportation's implementation of the revised Government-wide qualification standard for the GS-1102 series issued by the Office of Personnel Management (OPM). It is also based on policy guidance provided by the Office of Federal Procurement Policy (OFPP). This Bulletin addresses only the application of the qualification standard itself when an operating administration is filling a GS-1102 position. It does not address other aspects relating to the acquisition workforce such as career paths, mandatory training, and certification.

The contents of this Bulletin will be included in, and superseded by, the Department's plan for its acquisition workforce as required by OFPP Policy Letter 97-1.

Implementation of New Standard

Effective January 1, 1998, the provisions of the new qualification standard must be used when filling positions in the GS-1102 series. Attached to this Bulletin is uniform language which is to be used by all operating administrations when recruiting candidates under competitive procedures. This language is to be used when recruiting for positions whose incumbents will enter on duty between January 1, 1998, and December 31, 1999. Because the qualification requirements change for positions filled after January 1, 2000, revised language will be provided for use at that time.

Application of Mandatory Education Requirements

Effective January 1, 1998, an employee hired into a GS-1102 position, whether from another series or from outside the Federal service, generally must meet the new education requirements. This includes employees with prior GS-1102 service, but not in the GS-1102 series on January 1, 1998.

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Employees in GS-1102 positions as of January 1, 1998, will be considered to have met minimum qualification requirements for other GS-1102 positions until January 1, 2000. That is, those GS-1102 employees will not have to meet the new educational requirements in the standard, and can continue to qualify for other GS-1102 positions, including positions at a higher grade and/or in another agency, by meeting specialized experience requirements.

Beginning January 1, 2000, all GS-1102 employees who have continuously encumbered GS-1102 positions since January 1, 1998 or earlier, will be considered to have met the new standard for the positions they occupy on January 1, 2000. Employees who occupy GS-1102 positions at grades 5 through 12 will be considered to meet the new basic requirements for other GS-1102 positions through grade 12. Employees who occupy GS-1102 positions at Grades 13, 14, and 15 will also be considered to meet the new standard for other GS-1102 positions at their same grade. Except as provided below, all employees at grades 12 and above will have to meet the new requirements in order to qualify for promotion to a higher grade on or after January 1, 2000.

In addition, employees at all grade levels must meet any specified specialized experience requirements (selective placement factors) when seeking another position, as well as any required training.

Permanent Waivers of Mandatory Education Requirements

The qualification standard permits the agency Senior Procurement Executive (SPE) to grant waivers to the mandatory education requirement at GS-13 and above. Both the OPM qualification standard and the OFPP letter require that such waivers be granted only in limited situations, i.e., when there are no available well-qualified applicants and the individual for whom the waiver is proposed has demonstrated outstanding performance and experience. All such waivers must be approved by the SPE, upon recommendation by the Head of Contracting Activity. Documentation must include a description of the duties of the position; a description of the recruiting efforts undertaken by the organization and the results of those efforts; the individual's application or resume; and a justification for the waiver, including the impact of disapproval.

Conditional Waivers of Mandatory Education Requirements for Current DOT Employees

If a DOT employee does not meet the mandatory education requirements of the standard, and requests consideration for a GS-1102 position at GS-13 or above, the operating administration Head of Contracting Activity (HCA) may approve a conditional waiver as described below. These provisions apply to the mandatory education requirements only. There is no provision for a conditional waiver for any other qualification requirement, i.e., selective placement factors, mandatory experience, or training. The authority to approve conditional waivers may not be redelegated by the HCA.

A conditional waiver is position-specific. If the employee applies for another GS-1102 position at GS-13 or above, or if the operating administration wants to assign the employee to such a position, a new conditional waiver must be approved, in accordance with the procedures detailed below.

Current DOT employees only may apply for and be considered for positions at GS-13 and above if they lack either the 4 years of education leading to a degree or the 24 hours

of business-related course work, but not both. If selected and a conditional waiver is approved by the HCA, the employee will be placed in the position on a conditional basis for a period not to exceed 24 months. The action will be processed in the form of a temporary promotion, and must be documented to clearly identify the length of the waiver and the requirements the employee must meet if selected for the position. A written plan which specifies the requirements to be met, when and how they will be met, and the consequences if they are not met, must be signed by the employee and the HCA before the employee is placed in the position.

Generally, if the employee fails to meet the mandatory education requirement by the end of the conditional period, the temporary promotion will be terminated and the employee will be returned to his/her former position (or equivalent). In rare circumstances, the HCA may request that the DOT SPE approve either an extension of the conditional waiver, or a permanent waiver of the educational requirement.

Normal regulatory requirements for processing temporary promotions shall apply to these actions. When the Head of Contracting Activity requests an extension of a conditional waiver for a current DOT employee, documentation must include the reason(s) why the original time frame was not met, and an individual development plan for the employee which clearly shows when and how the requirements will be met. Such requests should be submitted to the SPE no later than 90 days before the expiration of the conditional waiver.

Application of Standard to Mandatory Placement Programs

Individuals otherwise eligible for placement under the Reemployment Priority List, the Career Transition Program, and the Interagency Career Transition Program must meet the requirements of the new standard in order to be eligible for such consideration.



Departmental Director
Office of Human Resource Management

Attachment

JOB GRADING STANDARD FOR SUPERVISORS

CODES AND TITLES

Occupational Code. The occupational code of a supervisory job is normally the same as the code for the kind of work that is supervised. When work of more than one occupation is supervised, the occupational code of a supervisory job is the same as the code of the occupation which best reflects the overall nature of the work operations supervised and/or is the most important for recruitment, selection, placement, and other personnel purposes. Usually, but not always, this is the occupational code appropriate for the highest level of nonsupervisory work supervised.

If no single occupation predominates, the 01 code of the most appropriate job family or in some instances a job code that includes multiple trades and craft occupations is used.

Titles. Supervisory jobs covered by this standard are identified by the job title of the occupation selected above followed by the title of Supervisor.

The job titles established in accordance with these instructions are to be used for all official personnel actions and reporting purposes. However, for purposes such as organizational designations, local titles, and signs, agencies may establish and use their own official organizational or functional titles. For example, the organizational title for a supervisor who is head of a Carpentry Branch might be Chief, Carpentry Branch. General instructions for titling and coding supervisory jobs are in Part I of Job Grading System for Trades and Labor Occupations.

NOTES TO USERS

Coverage. The determination that this standard is to be used to grade jobs involving supervisory duties requires two decisions, both of which must be made as discussed below:

1. The first decision concerns the pay category which applies to the job being graded--the selection of the compensation system under which the job involved should be paid. Title 5 of the United States Code exempts from coverage under the General Schedule only those supervisors in jobs having trade, craft, or laboring experience and knowledge as the paramount requirement. For the purpose of determining the pay category of jobs primarily involving supervisory work, the "paramount requirement" is the most important or chief requirement for the performance of the supervisory duties and responsibilities for which the job exists.

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That a job requires trade, craft, or laboring experience and knowledge does not necessarily mean that this requirement is paramount. For example, the larger the scope of work functions supervised or the higher the location of the supervisory job in the chain of supervision above the non-supervisory workforce, the more likely it is that managerial knowledge and skill constitute the paramount requirement rather than any trade, craft, or laboring experience which may be desirable or necessary.

2. The second decision which must be made involves a determination as to whether the nature and extent of the supervisory work performed are sufficient to warrant selection of this standard for grading purposes.

As a matter of policy, the requirements which must be met for coverage of a job under this supervisory standard are significantly more stringent than the procedures governing grade level determinations involving nonsupervisory jobs and/or performance of "mixed" duties at different grade levels.

Jobs which do not meet the requirements for use of this standard must be graded under the nonsupervisory grade structure of the FWS using nonsupervisory job grading standards (e.g., Leader), or other guidance and instructions issued by the Office of Personnel Management.

Working supervisors. Supervising other workers in accomplishing trades and labor work is excluded from coverage by this standard when such supervisory duties are not performed as a regular and recurring part of the job and on a substantially full-time and continuing basis (see exclusion statement 2 under Work Not Covered). However, care must be used to distinguish such excluded work from supervisory duties, performed by working supervisors, which are covered by this standard. For example, some covered supervisors, in addition to the exercise of supervisory responsibilities, personally perform nonsupervisory trades and labor work. Typically, supervisory duties are performed by such "working" supervisors at various times throughout the workday (or work shift) as needed or otherwise appropriate. Thus, the supervisory duties are mingled with the

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accomplishment of other regular nonsupervisory work. The amount of time spent by working supervisors in accomplishing supervisory duties, as distinct from regular nonsupervisory work, varies with work situations and operating needs. However, the supervisory responsibility assigned to the supervisor remains in effect and continues to be exercised even when, as discussed above, the supervisor is personally engaged at various times in nonsupervisory work. Therefore, the percentage of time during a work day (or shift) spent in the performance of supervisory duties should not in itself be considered in determining whether jobs meet the criteria for coverage under this standard. Rather, in addition to all other criteria, users of the standard must consider whether supervisory responsibility has been assigned officially by competent management authority and is exercised on a substantially full-time and continuing basis.

Interrupted assignment as supervisor. In some work situations, assignment of supervisory responsibility is interrupted for relatively short periods of time, e.g., two weeks, before being resumed. For example, typical of such a situation is one in which a supervisor is responsible for directing subordinates in accomplishing work operations at a distant work location. On completion of the assigned work or project, the supervisor may return to the home base, installation, or office. A relatively short period of time then may pass before the supervisor is given a new supervisory assignment and resumes active supervisory responsibility, at the same or a different work site, for work operations involving the same or a different group of subordinates. For the purposes of this standard, interruptions in the exercise of supervisory responsibility for "home" leave or reassignment to a new duty station does not preclude a supervisory job from meeting the requirement of this standard that supervisory duties be performed on a substantially full-time and continuing basis. Such jobs are covered by this standard if they meet all other criteria for coverage.

Seasonal assignments as supervisor. There are work situations in which seasonal variations in the kind and volume of work to be accomplished significantly affect supervisory responsibility. For example, supervisory responsibility may be assigned on a substantially full-time and continuing basis as a regular and recurring part of the job being graded. However, although supervisory responsibility may be exercised for an extended period of time (e.g., six months) during which the job meets the coverage requirements of this standard, there may be prolonged periods of time (e.g., several months) during which the job has only minimal supervisory responsibilities. Such jobs are covered by this standard if they meet all other criteria for coverage.

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Supervisory jobs with correctional responsibilities. Because of the great variety of Federal work operations and missions, considerable care is needed in applying this standard. One of the most complex situations demanding such care is that in which worker-inmates are supervised in accomplishing trades and labor work at correctional facilities. Because of differences among such facilities, particularly with respect to the nature and needs of the worker-inmate populations and security considerations involved, there may be significant differences in the purpose and nature of the "supervision" exercised. However; at most correctional facilities, both factory-style production and facility maintenance work operations may be supervised with a strong business-like emphasis on profitability, cost control, efficiency, and adherence to work schedules. Although supervisors in such work settings do not have the same administrative responsibilities as supervisors of Federal employees, that lack is more than offset by their significant role in training, counseling, motivating, and maintaining discipline and security in relation to a workforce with special, unusually difficult needs. (See possible grade level adjustments discussed under the instructions for final grade determination.) This standard applies to such jobs if they meet the basic coverage requirements.

Definitions of Terms. For the purpose of this standard, certain terms used have the following meaning:

1. Administrative accountability is responsibility for matters such as attendance, leave, vacation schedules, grievances, and discipline.
2. Organizational segment is a part of a larger organization which is separately identified on official organizational charts by designations such as unit, section, branch, division, or shop. However, there is little consistency in the use of such designations by Federal agencies. For example, the scope of the work operations accomplished by a section at one Federal installation may be greater than the scope of similar work operations performed by a division or shop at a different facility. To assure consistent interpretation of the intent of this standard, it is stressed that all references in this standard to more than one organizational segment, for example, "coordination of organizational segments, groups, or work shifts", are intended to refer to organizations whose work operations, together, are of such scope that they must be carried out under the direction of one or more levels of supervision.
3. Substantive work is that work which directly carries out the main purpose or mission of the work operations supervised,

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and primarily determines the technical qualifications required to carry out effectively the responsibilities of the supervisory job being graded.

4. Technical accountability is responsibility for the quantity and quality of the work performed by subordinates, requiring the application by the supervisor of knowledge of the methods, techniques, procedures, tools, materials, and practices of the techniques, procedures, tools, materials, and practices of the involved occupation (or occupations).

GRADING PLAN

Introduction. The grading and pay plans for supervisors under the FWS have been carefully integrated to meet the need for:

1. Internal equity within the Federal sector, in terms of the relative worth of a supervisory job in comparison with other supervisory jobs;
2. External equity with the private sector, in terms of private industry practices for comparable supervisory jobs; and
3. Balance between occupational considerations (i.e., similarities and differences in duties, responsibilities, and qualification requirements) and compensation considerations.

Accordingly, the instructions and criteria contained in this standard are based on studies of trades and labor jobs in both the Federal and private sectors. The provisions of this standard are designed to assure that the grade levels of supervisory jobs under the FWS result in compensation that is consistent with private sector practice for comparable jobs and in full conformance with the pay policies established by OPM for FWS supervisors (FPM Bulletin 532-50, dated April 14, 1983).

This standard contains instructions and job grading criteria which apply to all trades and labor supervisory jobs which meet the requirements for coverage under this standard.

The grading plan in this standard, which applies to all Federal Wage System supervisors covered by this standard, provides for grading supervisory jobs under a 19 level supervisory grade structure. It involves the use of three factors, grading tables, and instructions for their application.

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The following factors are used:

- Factor I. Nature of Supervisory Responsibility
- Factor II. Level of Work Supervised
- Factor III. Scope of Work Operations Supervised

The following sections of the standard provide a fuller description of the three grading factors and the instructions for applying them to supervisory jobs.

FACTOR I. NATURE OF SUPERVISORY RESPONSIBILITY

This factor concerns the nature of the supervisory duties performed, and the type and degree of responsibility for control over the work supervised. The factor describes four basic supervisory situations. These, in sequence, depict successively higher levels of supervisory responsibility and authority for scheduling work operations, planning use of resources (i.e., subordinate workers, equipment, facilities, materials, and tools) to accomplish scheduled (or unscheduled) work, directing subordinates in performing work assignments, and carrying out administrative duties.

To determine the level of supervisory responsibility which applies:

- Compare the job being graded with the nature and degree of responsibility described in the supervisory situations below.
- Select the supervisory situation which represents the highest level of supervisory responsibility that is fully met. Do not select a higher level which is not completely met, even if some of the characteristics of the higher level match those of the job being graded. In such cases, select the "lower" situation but note, for later consideration, that the job being graded exceeds the level of responsibility represented by the situation selected. (See possible grade level adjustments discussed under the instructions on pages (28-31) for final grade determination.)

It should also be noted that the following supervisory situations are only intended to reflect different levels of supervisory authority and responsibility. They are not comprehensive or detailed descriptions of supervisory jobs. Consequently, in comparing a supervisory job being graded with the supervisory situations below, there usually will be duties or other aspects

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of the job which have not been mentioned in the descriptions of the supervisory situations. Such duties or other aspects of the job, which have been omitted from the descriptions of the supervisory situations, cannot be considered or credited in determining whether the job meets or exceeds the level represented by the description of a particular supervisory situation.

Under these instructions for applying Factor I, it also is possible that two supervisory jobs, one the superior of the other, may both warrant the selection and crediting of the same supervisory situation. Usually, differences recognized in applying grading Factors II and III will be sufficient to provide proper grade distinctions between two such jobs.

Note: The presence or absence of centralized production planning organizations is not to be considered as an offsetting factor in determining which of the following supervisory situations apply.)

Situation #1. In this situation, supervisors are primarily responsible for supervising workers, either directly or through subordinate leaders, in accomplishing the trades and labor work operations of an organizational segment, group, or work shift. To control the work operations and workers for which they are responsible, the supervisors perform the following duties:

Planning

Supervisors are responsible for planning the use of subordinate workers, equipment, facilities, materials, and tools (i.e., the resources under their control) to accomplish work on a day-to-day or project-by-project basis. As applicable, they follow time requirements, standard priorities, and detailed work plans and schedules established by higher level supervisors or staff organizations, and/or adhere to customary work cycles and sequences (e.g., responding to service calls in the order in which they are received, except when there are occasional emergencies or other special requirements) in planning work assignments for accomplishment by subordinate workers. Supervisors furnish factual information to their superiors by means of verbal and written reports, and input into automated data systems, on the status of work, including any backlogs, and the number of workers and the kinds of skills being used.

They review new work orders and progress in completing current work; determine the availability of workers with the needed skills to accomplish the work; and request authorization by higher level supervisors of overtime and additional labor-hours, personnel, equipment, materials and tools which may be needed. In controlling the work operations for which they are

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responsible, supervisors must follow established work procedures and standard practices. However, they are authorized, without prior approval by higher level supervisors, to change the tasks assigned to individual workers; redirect the use of other resources under their control within the limits of established priorities and/or work schedules; determine the need for replenishment of materials and obtain needed items in accordance with routine procedures and authorized stock or supply levels; and make minor deviations in procedures and methods to overcome problems such as delays in the receipt of needed materials or equipment failure. (Minor deviations are those which do not adversely affect the quality of the work done, are within the limits permitted by specification requirements, or do not increase costs beyond budget authorizations or other limits specified by higher level supervisors.)

Supervisors are responsible for informing higher level supervisors of any problems or conditions which may cause failure to meet work schedules or other deadlines in completing work. They are responsible for recommending changes to established deadlines, priorities, procedures, and work sequences as required by unplanned absences of workers, supply problems, damaged tools and equipment, backlogs, and other conditions which require deviation from the usual methods of determining work sequences and priorities (e.g., the rank or other significant status of the "customer"). When requested, supervisors provide information such as workload data and estimates of resource requirements based on personal knowledge of work operations, past experience, or similar work orders, and knowledge of the capabilities of the workforce supervised. This information is used by their superiors and/or staff in organizational planning, developing budget requests, and work scheduling. Supervisors also may have contacts with private sector personnel (e.g., sales or technical representatives); and may monitor work operations by contractor personnel, reporting problems and difficulties to their superiors.

Work Direction

Supervisors are responsible for assigning work to individual workers by means of verbal and/or written instructions. They indicate the methods to be used, explain the more difficult technical requirements of the tasks to be performed, and demonstrate or help in accomplishing difficult or unusual layout, setup, or other work steps and processes. During the course of the work, the supervisors observe work in progress to anticipate and resolve problems, and assure use of appropriate work practices; expedite the flow of material and equipment to and from work sites; reassign personnel within the organization, group, or work shift supervised and coordinate work among

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subordinate workers, and with the supervisors of other work operations to maintain a steady rate of work progress, assure efficient use of the subordinate workforce, and meet work schedules and deadlines. They inspect completed work to assure that it meets work order requirements and established standards of quantity and quality. Supervisors also are responsible for bringing possible or actual delays in accomplishing work, and potential methods for improving work operations or reducing costs, to the attention of their superiors. As requested, they investigate problems noted by their superiors, such as excessive costs to determine their possible causes.

Administration

Supervisors are responsible for explaining management programs to their subordinates such as beneficial suggestions, quality assurance, and cost reduction. They assist their superiors in planning overall leave schedules, and recommend approval or disapproval by their superiors of special leave requests submitted by individual subordinate workers. Supervisors, as applicable, also determine the need for, develop, and make recommendations for approval by their superiors concerning training plans, new or revised performance standards, performance evaluations of subordinates, and disciplinary actions. They advise and counsel workers on ways to improve their work performance; acquaint their subordinates with new or improved work techniques; and receive grievances and/or complaints, and, after seeking to resolve them informally, bring those of sufficient importance or seriousness to the attention of their superiors. As requested by their superiors, supervisors interview or review applications of candidates for vacant jobs referred by the personnel office, determine the most suitable applicants, and recommend their employment. Supervisors also are responsible for assuring that rules and regulations on house-keeping and safety practices are observed, and for maintaining needed work reports and records.

Situation #2. In this situation the supervisors are primarily responsible for supervising workers, either directly or through subordinate leaders and/or supervisors, in accomplishing the trades and labor operations of an organizational unit, group, or work shift. The supervisors in this situation differ from those in situation #1 mainly in planning work operations of greater scope and complexity; determining the sequence, priority, and time for the performance of particular operations within the limits of broader work schedules and time limits; and exercising greater administrative authority, as follows:

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Planning

Supervisors are responsible for planning the use of subordinate workers, equipment, facilities, materials, and tools (i.e., the resources under their control) to accomplish work operations which, because of their size, volume and/or complexity, must be planned on a week-to-week or month-to-month basis. The supervisors establish deadlines, priorities, work sequences to be followed, and plan work assignments for accomplishment by subordinate workers on the basis of general work schedules, methods, and policies established by higher level supervisors. In planning work operations, supervisors must consider the critical and/or rigid deadlines that frequently characterize individual projects or work operations to be performed; the need for extensive coordination with supporting or related work operations controlled by other supervisors; and the variety of different skills required (e.g., single or multiple trades). Within the limits of weekly or monthly schedules, the supervisors are responsible for independently planning the use of the resources under their control to meet the individual requirements of specific work projects; determining the need for unanticipated work (e.g., work resulting from "open and inspect" types of work orders) and its importance or criticality in relation to previously planned work; determining which assignments can or must be done concurrently, or which can or must be delayed; changing the tasks assigned to individual workers and redirecting the use of other resources under their control as needed; and determining the need for, and initiating the timely replenishment and positioning of materials at work sites. They furnish factual information to their superiors by means of verbal and written reports, and input into automated data systems, on the status of work, any backlogs, and the number of workers and the kinds of skills being used. They review new work orders and progress in completing current work; determine the availability of workers with the needed skills; and request authorization by higher level supervisors of overtime and additional labor hours, personnel, equipment, materials, and tools which may be needed. Based on personal knowledge of work operations, past experience on similar work orders, engineered time standards, and knowledge of the capabilities of the workforce supervised and the adequacy of the other resources under their control, the supervisors inform higher level supervisors of the need to revise basic work schedules and re-estimate labor and other resource needs.

Supervisors participate with their superiors in the initial planning of current and future work schedules and development of budget requests, providing workload data, estimates, information on staffing needs, and recommendations as to the scheduling of projected work. On their own initiative, or when requested, the supervisors furnish opinions and recommendations to their

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superiors concerning changes to organizational structures or position management issues involving their own work operations, or in the relationships between their organizations and those controlled by other supervisors. The supervisors also may have contacts with private sector personnel (e.g., sales or technical representatives) and may monitor work operations by contractor personnel, reporting problems and deficiencies to their superiors.

Work Direction

In addition to the level of work direction described at Situation #1, supervisors at Situation #2 on their own initiative, note and investigate work related problems such as excessive costs or low productivity to determine their causes; independently implement corrective actions which can be taken within the limits of their authority and job specification requirements and without affecting work operations controlled by other supervisors (e.g., changes in work procedures and methods, and relocation of equipment) and may recommend, for approval or further coordination by their supervisors, solutions to problems involving staffing changes, increased costs, revision of engineering or specification requirements, and work operations directed by other supervisors.

Administration

Supervisors are responsible for the participation of subordinates in management programs such as beneficial suggestions, quality assurance, and cost reduction. They plan and establish overall leave schedules, and approve or disapprove special leave requests submitted by individual subordinate workers; determine the training needs of their subordinates and arrange for its accomplishment; set performance standards to be met by their subordinates, and make formal appraisals of their work performance. The supervisors also counsel employees, adjust informal complaints and grievances through discussion with workers and union representatives, and initiate disciplinary actions as needed. They also initiate recommendations for promotion or reassignment of subordinates; assure that rules and regulations on housekeeping and safety practices are observed; maintain needed work reports and records; and interview candidates for vacant jobs, referred by the personnel office or their superiors, select the most suitable applicants, and recommend their employment.

Situation #3. In this situation, supervisors are primarily responsible for the overall direction and coordination of subordinate trades and labor work activities and functions. In comparison with supervisors in Situations #1 and #2, who are

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mainly concerned with the direct supervision of subordinate nonsupervisory workers, leaders and or supervisors in accomplishing the work of an organizational unit, group, or work shift, supervisors in this situation are responsible for work operations which, because of their scope, volume, and complexity, are (1) carried out by two or more separate organizational segments, groups, or work shifts and (2) controlled through one or more levels of supervision.

To control the work operations for which they are responsible, the supervisors perform the following duties:

Planning

Supervisors are responsible for planning the overall use of the personnel (including subordinate supervisors, nonsupervisory workers, and as applicable, leaders) and other resources (i.e., equipment, facilities, materials, and tools) of the organizational segments, groups, and work shifts supervised to accomplish work operations which, because of their scope, volume, and complexity, must be planned on a quarterly or longer basis. Within the broad limits of long range work schedules (e.g., preventive maintenance programs scheduled on a seasonal or annual basis), priorities, and the levels of personnel, material, and other resource expenditures, authorized and established by their superiors, the supervisors determine the overall resource requirements involved, including the number of workers and the kinds of skills, facilities, equipment, materials and tools to be used; plan the allocation of such resources and the distribution of work to the organizational segments, groups, and work shifts under their control.

Supervisors at this situation analyze the work plans developed by subordinate supervisors for accomplishment of assigned work orders and projects, the status of work being accomplished in relation to overall schedule requirements (including key dates and deadlines), new work orders including unanticipated or emergency requirements (i.e., unplanned and unscheduled work), and the recommendations made by subordinate supervisors to determine, as appropriate, the feasibility of accomplishing the required or requested work, revising the allocation of organizational resources, and as needed, changing work plans, procedures, and methods. The supervisors obtain prior approval, from higher level supervisors, of changes which would require deviation from or modification of overall work schedules, affect work operations controlled by supervisors not under their supervision, exceed previously authorized overall levels of resource expenditures, and require revision of specification requirements.

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Supervisors provide information and advice to higher level supervisors, management officials, and to staff organizations on matters such as the ability to accomplish work assignments as scheduled, work load data, budget estimates, changes in work techniques and standards, rearrangement of machinery, or other changes in facilities; assist their superiors in developing and reviewing proposed long-range work requirements and schedules; and participate with their superiors in planning conferences and meetings.

Work Direction

Supervisors organize, coordinate, and direct the work activities and personnel of the organizational segments, groups, and work shifts supervised. These responsibilities include establishing a good working climate to encourage workers to participate in achieving management goals, and to promote efficient and economical work operations, assigning and explaining work requirements to subordinate supervisors, setting the deadlines and the sequence of work operations to be followed; and, as necessary, directing the rearrangement of space, and the development of specialized tools and equipment. The supervisors also are responsible for maintaining balanced workloads for the organizational segments, groups, and work shifts supervised; shifting work assignments, subordinate workers, and the other resources under their control as needed to achieve the most effective work operations; reviewing and analyzing work accomplishment, cost, and personnel utilization records to evaluate the progress of work, control or reduce costs, and anticipate and avoid potential problems; and taking or recommending necessary corrective actions. To control the work operations for which they are responsible, the supervisors, as appropriate, prepare operating instructions and work plans to be followed by subordinate supervisors in accomplishing critical or emergency work projects; participate with engineering personnel and/or management officials in the development of qualitative and/or quantitative work standards; spot check work operations; review completed work and inspection reports to assure that standards are met; and coordinate work operations, as needed, with the supervisors of other organizations and functions.

Administration

The supervisors recommend promotion or reassignment of subordinate supervisors, and make formal appraisals of their work performance; determine training needs for all levels of subordinate supervisors and workers; promote and administer a variety of management programs for the organizational segments, groups, or work shifts supervised, such as safety, cost

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reduction, incentive awards, beneficial suggestions, and quality assurance within policies and procedures established by higher authority; and assure that subordinate supervisors effectively carry out policies to achieve management objectives in areas such as labor-management relations and equal employment opportunity. In carrying out their administrative responsibilities, the supervisors also schedule the leave of subordinate supervisors; review personnel actions and performance appraisals initiated by subordinate supervisors; act on personnel problems referred by subordinate supervisors; and serve as management representatives at hearings, meetings, and negotiations involving labor management relations. The supervisors also assure that appropriate work accomplishment reports and administrative records are maintained.

Situation #4. In this situation, as in Situation #3, supervisors are primarily responsible for the overall direction and coordination of subordinate trades and labor work activities and functions which, because of their scope,, volume and complexity, are (1) carried out by two or more separate organizational segments, groups, or work shifts and (2) typically controlled through two or more levels of supervision. Supervisors in this situation differ from those in Situation #3 mainly in the nature of their participation in the planning and establishment of long range work requirements and schedules; and the authority deriving from their responsibilities as the highest level "blue-collar" subject matter experts for the work and functions carried out under their direction. (The supervisors in this situation typically have the highest degree and scope of trades and labor supervisory responsibility possible under the Federal Wage System for their particular work functions. Jobs which exceed this level of responsibility are primarily managerial in nature and are classified under the General Schedule.)

Planning

In addition to the level of planning described at Situation #3, supervisors at this level are the top subject matter experts for the trades and labor occupations, work operations, and functions supervised by them at their employing installation, facility, base, or office. In that capacity, they typically participate in meetings and/or conferences, and may provide information to or serve as members of working groups or teams with engineering, production control, and other personnel in the initial analysis of long-range work requirements (e.g., six to eighteen months or longer in advance of the beginning of actual work operations); determine the number of workers and the skills, equipment, facilities, materials, and tools needed; evaluate the resources required to accomplish the proposed work "packages" or program in relation to the resources committed to ongoing and previously

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scheduled work operations; make recommendations to their superiors, as appropriate, concerning additional personnel and other resource requirements, changes to previously planned work schedules and the addition or deletion of discretionary work items from the work operations being planned; make commitments with respect to matters such as feasibility of individual work projects, and key dates and deadlines to be used in the subsequent development of basic work schedules; and continue to participate in planning meetings and discussions as more detailed information is obtained concerning individual work items.

Supervisors review the immediate and long range requirements of the organizational segments, groups, and work shifts supervised, based on workload forecasts, and may develop, for approval by their superiors, plans for meeting long-range resource requirements (e.g., the number, kinds, and levels of workers and skills needed; budget authorizations; training plans; early procurement of materials and tools with long lead times; and inter-shop borrowing of personnel). Within the broad limits of long-range work schedules, priorities, and levels of authorized resource expenditures established as described above, the supervisors plan the allocation of resources and the distribution of work to subordinate supervisors, and determine the internal plan to be followed by the subordinate supervisors in applying those resources to effectively accomplish work operations (e.g., integration of work operations of the different organizational segments and with the schedule of needed material deliveries; and coordinating with related work operations performed under the direction of other supervisors). In addition to providing information and advice on matters such as the ability to accomplish work assignments as scheduled, work load data, and budget estimates, the supervisors participate fully with higher level management officials and staff organizations in studying and developing recommendations concerning changes in specification requirements, work techniques and standards; revision of organizational structures, responsibilities, and relationships; and improvement or modernization of equipment, facility layout, and work flow.

Work Direction

The work direction for supervisors at this level is the same as that described for supervisors at Situation #3.

Administration

In addition to the level of administration described at Situation #3, supervisors at Situation #4 develop and establish the internal procedures (e.g., meetings, content and timing of reports) to be followed by subordinate supervisors to assure

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effective control and direction of the work activities, organizations, and personnel supervised. They identify long-range training needs for all levels of subordinate supervisors and workers, work with staff offices to develop the content of the training, submit funding and budget requests with justifications for approval by their superiors, and arrange for the accomplishment of the training (e.g., scheduling, release of workers from other duties).

FACTOR II: LEVEL OF WORK SUPERVISED

This factor concerns the level and complexity of the work operations supervised, and their effect on the difficulty and responsibility of the supervisor's job.

To determine the level of nonsupervisory work to be credited under this factor, as indicated in steps 1 and 2 below, consider all substantive work, whether under the direct or indirect supervision of the job being graded, for which the supervisor involved is technically accountable. Credit should not be given under this factor for work operations involving only administrative responsibility by the supervisor.

Determine the level of work supervised in accordance with the following two steps:

Step 1. Identify the occupation (or various occupations) directly involved in accomplishing the work assignments and projects which reflect the main purpose or mission of the work operations for which the supervisor is accountable.

The number of subordinates in an occupation does not, in itself, determine the occupation (or different occupations) to be identified. For example, where the primary purpose or mission of the work operations supervised is the manufacture of machined parts, the supervisor might direct machinists and machine tool operators in manufacturing the parts, as well as toolmakers in making special tools for use by the machinists and machine tool operators in the machining operations supervised. In this situation, the machinist and machine tool operator occupations would be properly identified as being directly involved in accomplishing the primary purpose of the work operations supervised (i.e., the operation of machine tools and the performance of machining operations to manufacture parts). In contrast, the toolmaking occupation should not be identified because, in the particular situation described in this example, toolmaking is performed as a supporting (facilitating) function (i.e., making tools for use by other workers directly engaged in carrying out the primary mission of machining parts).

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On the other hand, where the primary purpose of the work operations supervised is the manufacture of tools, the supervisor might direct toolmakers in the manufacture of the tools, as well as machinists and machine tool operators in making parts for the tools. In this situation, the toolmaker, machinists, and machine tool operators all contribute directly to the manufacture of the tools. Accordingly, the toolmaker, machinist, and machine tool operator occupations should all be identified because all are directly involved in accomplishing the primary purpose and mission of the work supervised. It should also be noted that in this situation, the toolmaking occupation should be included among those identified regardless of the number of machinists and machine tool operators supervised (i.e., even if the number of toolmakers involved is significantly smaller than the number of subordinates doing the work of the other occupations).

Thus, in accomplishing step one, one or more occupations must be identified, as appropriate, depending on the nature of the work operations involved. When a supervisor is accountable for two or more separate or different functions, each with its own primary purpose or mission, the different occupations directly involved in carrying out each of the separate functions must be identified, even if one of the functions is significantly smaller in terms of the number of subordinates involved.

Step 2. Determine the grade of the highest level nonsupervisory work accomplished by subordinates who, under normal job controls, perform the work of one or more of the occupations identified in step 1 above.

In determining the grade level to be credited, care must be used to make certain that the grades of the subordinate jobs really reflect the level and complexity of the work operations supervised and their effect on the difficulty and responsibility of the supervisor's job. For example, in some work situations, nonsupervisory jobs may have been given one or more extra (higher) grades, such as for:

- exercising "shift" or "watch" responsibility;
- accomplishing work with extraordinary independence and freedom from supervision;
- demonstrating special occupational expertise;
- assisting the supervisor in the planning of work operations;
- serving as senior workers and reviewers of the work performed by other workers in the same unit or group (i.e., by co-worker under the supervisory job being graded); and

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- performing higher level work under the technical supervision of a different supervisor (i.e., not under the direct or indirect supervision of the supervisor whose job is being graded).

If nonsupervisory jobs have been given higher grades in situations such as those described above, the extra grade (or grades) should not be credited in determining the level of work supervised.

The grade arrived at by these steps normally is the level of work supervised to be credited in determining the grade of a supervisory job. However, there are circumstances in which special rules apply, as follows:

Constructed level of work supervised

There are exceptional situations in which the use of a constructed level of work supervised is permitted. These unusual circumstances arise when the nonsupervisory performance level that is normal (i.e., usual or typical) for the kind of work operations involved temporarily is not reflected in any of the jobs supervised. For example, this may occur when all subordinate jobs have been redesigned to permit use of workers who have limited skills and are being trained for a period of time, such as three to six months, to enable them to work at the normal performance level. For the purpose of this standard, the nonsupervisory level that is "normal" for work operations is the nonsupervisory grade that would result if the work operations involved were organized and work assignments were made in the most cost effective manner possible, consistent with production or other work objectives.

Great care must be used to assure that the construction of a level of work supervised is warranted. Use of a constructed level is not permitted when operations and work assignments have been redesigned for use on a continuing, permanent basis rather than for use during temporary periods of training.

Similar care must be used to make certain that constructed grades, if used, are realistic and only reflect the normal level of work by individual workers in accomplishing the kind of work operations involved.

For example, in some situations, the fabrication of a product or the accomplishment of other kinds of work operations may require the performance of different tasks, in sequence, by different employees. If, in such a situation, use of a constructed level of work supervised were warranted, it is emphasized that the grade to be constructed and credited usually would not be the

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grade that would result if one nonsupervisory worker were performing all the tasks involved in accomplishing the work operations supervised. Rather, the grade to be constructed would be the grade appropriate for one nonsupervisory worker performing only the range of tasks typically assigned to one worker. The only circumstances in which all tasks should be considered in constructing the level of work supervised is when performance of all the tasks by one or more individual subordinate workers would be the most cost efficient and typical manner of accomplishing the kind of work operations for which the supervisor is responsible.

Caution must also be used to avoid considering the nature and level of the supervisor's personal contribution of technical subject-matter/occupational knowledge and skill to the accomplishment of day-to-day work operations. This factor (Factor II) concerns only the level of work performed by subordinates, whether actual or constructed. It is not intended under this factor to credit "supervisory" responsibility over the level of the supervisor's own personal contributions to work accomplishment. Such personal contributions should be graded, as appropriate, by the application of nonsupervisory job grading standards. Construction of a level of work supervised which is based on the work done by the supervisor is not permitted. (See the instructions on page 28 in this standard for grading mixed supervisory-nonsupervisory jobs.)

Finally, it should be noted that there may be situations in which the level of work supervised, as determined under the provisions of this standard, will not be the highest level of work for which the involved supervisor has technical accountability. For example, when the highest graded work supervised involves support or facilitating work which is not creditable under this factor or when the highest level of work supervised is based upon a single job which does not accurately reflect the level and complexity of work operations supervised. Seldom, if ever, should a single job serve as a basis for a base level grade determination. Usually, the work aspects of a single job fail to provide valid indicators as to the actual level of and complexity of the work operations supervised and their effect on difficulty and responsibility of the supervisor's job. However, when the above situations occur, note that fact for later consideration. (See possible grade level adjustments discussed on pages (28-31) under the instructions for final grade determination.)

FACTOR III - SCOPE OF WORK OPERATIONS SUPERVISED

This factor considers the scope of the job's supervisor responsibility in terms of: (1) the scope of the assigned work function and organizational authority; (2) the variety of

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functions the position required to supervise; and (3) the location of subordinate employees. This factor is divided into three subfactors, which are in turn subdivided into levels with points assigned to each level. An appropriate level is selected for each subfactor and the corresponding point values are totaled. The total points are then converted to specific levels under Factor III using the conversion chart located at the end of this factor.

Subfactor A. Scope of Assigned Work Function and Organizational Authority - This subfactor measures the scope of the assigned work function or mission, i.e., the purpose of the establishment of the job in the organization, the extent and nature of the job's authority in relation to the organizational assignment, and the importance of the position's decisions. To determine the proper subfactor level for a job, careful judgment must be used to identify the actual supervisory authorities assigned to the position and how they are exercised.

Level A-1 (30 points). Supervisor at this level (i.e., properly evaluated at Situation 1 Factor I) have first line supervisory and decision authority over a single work function that typically includes a few separate tasks or procedures. Decisions made at this level are clearly defined or virtually automatic since higher level management has already established a course of action and a methodology for implementation.

Level A-2 (40 points). At this level (i.e., properly evaluated at Situation 2 or 3 under Factor I) supervisors have first or second level supervisory and decision authority over an organizational segment which typically has been established on the basis of being a distinct work function or mission; or a designated geographic location or work area. Supervisors make routine decisions regarding execution of policy which has been interpreted or established by the next higher level. Supervisors are involved in operating details through direction of day to day operations. At this level, subordinate supervisors and/or leaders may be necessary to accomplish work operations. Supervisors at this level react to variations in the work place and maintain a balanced workload between subordinate work groups, and making adjustments as necessary. Decisions typically involve the work or assignments and how they are completed (e.g., the process or procedure involved). A poor or improper decision or recommendation could have an impact on timely or cost effective completion or execution of assigned tasks.

Level A-3 (65 points). Supervisors at this level (i.e., properly evaluated at Situation 3 or higher under Factor I) have supervisory and decision authority for work functions or a portion of a mission requirement (e.g., a specific program in a designated

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geographic location or a specific function). The scope of the mission or work functions at this level typically requires supervisors to utilize several subordinate supervisors and leaders through structured working relationships among subordinate groups of employees, formal procedures for scheduling and assigning work and work results, and the issuance of instructions through subordinate supervisors and leaders. At this level supervisors make interpretive decisions within the program limits established at higher levels. A poor or improper decision or recommendation would require higher management intervention within a short period of time so as not to jeopardize effective mission accomplishment of the supervised entity.

Level A-4 (100 points). At this level supervisors (i.e., properly evaluated at Situation 4 under Factor I) have supervisory authority for major work functions or missions. The scope and diversity of work at this level typically requires supervisors to utilize a large group of subordinate supervisors and leaders through two or more levels of supervision to control and manage work functions or missions. Supervisors at this level exercise planning and programming decision authority for the execution of policy made at higher organizational levels. At this level supervisors must continually evaluate and improve operational effectiveness by studying the work structure and methods, examining various alternatives, calculating benefits to be achieved, and recommending basic changes. Decisions made at this level impact the ability of the organization to complete its mission, i.e., lack of a decision or a bad decision could jeopardize support of prescribed Agency objectives and goals in a timely or economic manner, and could require major reprogramming of resources among other organizations, and other rescheduling of planned actions and activities. Decisions at this level involve plans and programs that execute the policy decisions made at higher organizational levels.

Subfactor B. Variety of Function - This subfactor measures the difficulties of supervisory work functions which may vary from being essentially similar to markedly different. Work function pertains to the type(s) of product(s) and/or service(s) produced and the corresponding variety of occupations necessary to accomplish assigned functions. (Note - work which is less than the "full performance" level or is incidental to the primary function has no effect on this subfactor. For example, a laborer driving a truck to a work site or the operation of forklifts or trucks in the work area in support of the work function).

Level B-1 (25 points). Supervisors at this level direct the work of subordinates in accomplishing an assigned function through one or more occupations within a single job family requiring a base

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level of work (i.e., as identified under Factor II) at grades 1-8. (See Part 3. Definitions of Trades and Labor Job Families and Occupations.)

Level B-2 (30 points). This level is similar to the preceding level except that supervisors at this level direct the work of subordinate in occupations in different job families.

Level B-3 (50 points). Supervisors at this level direct the work of subordinate in a single job family requiring a base level of work (i.e., as identified under Factor II) at grades 9-12. (See Part 3. Definitions of Trades and Labor Job Families and Occupations.)

Level B-4 (60 points). This level is similar to the preceding level except that supervisors at this level direct work of subordinates in occupations in different job families.

Level B-5 (70 points). Supervisors at this level direct the work of subordinates in accomplishing assigned functions which are performed through occupations in a single job family requiring a base level of work (i.e., as identified under Factor II) at grades 13-15.

Level B-6 (80 points). This level is similar to the preceding level except that supervisors at this level direct the work of subordinates in occupations in different job families.

Subfactor C. Geographic Dispersion - This subfactor measures the varying levels of difficulty associated with supervisory personnel who vary from being collocated to being widely dispersed. (Note: It is possible to have no points credited for this subfactor if subordinate employees are located in the same contiguous area with the supervisor or when physical dispersion between employees and supervisors occurs infrequently.)

Level C-1 (5 points). Subordinate employees are located in several areas or buildings within a defined geographic location such as a military base or large Federal complex consisting of many buildings.

Level C-2 (15 points). Subordinate employees are located at several work sites in and outside of the immediate geographic location or are centrally located within a military base or Federal complex and are regularly assigned work on a temporary or on-going basis which is outside of their immediate defined location. For example, this would include employees who regularly service, maintain, or repair equipment or facilities off-site but within the local commuting area of their base or complex.

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Level C-3 (30 points). Subordinate employees (i.e., work teams) are located in one or more areas within a defined geographic location and are routinely assigned work projects for varying lengths of time which cover large geographic areas such as two or more states. For example, this level would include employees who regularly service troubleshoot, repair, and/or maintain missile or communication sites.

Level C-4 (50 points). Subordinate employees (i.e., work teams) are similar to those identified at Level C-3 except that employees at this level are routinely assigned work projects for varying lengths of time in foreign countries and aboard ships at sea.

FACTOR III POINT CONVERSION CHART

<u>55</u> to <u>65</u> points	Level A
<u>70</u> to <u>105</u> points	Level B
<u>110</u> to <u>125</u> points	Level C
<u>130</u> to <u>160</u> points	Level D
<u>165</u> to <u>195</u> points	Level E
<u>200</u> to <u>235</u> points	Level F

GRADING TABLES

This section of the standard contains grading tables and instructions for their use in making determinations. A separate grading table is provided for each of the four supervisory situations defined in this standard (Factor I).

Each table provides a different grade pattern that is geared to the particular supervisory situation to which it applies. For example, the table for supervisory situation 1 cannot be used to grade jobs that meet the requirements for situation 2.

The following steps must be followed in applying the grading tables.

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Initial grade determination

To initially determine the grade level of the job being graded:

- Select the grading table that applies to the supervisory situation involved (Factor I);
- Find the appropriate level of work supervised (Factor II) in the left-hand column of the table; and
- Find the applicable level for work operations supervised (Factor III) at the top of the other columns on the table. The resulting grade level is shown in the space on the table created where the horizontal level of work supervised line crosses the vertical work operations supervised column.

GRADING TABLE

SUPERVISORY SITUATION 1. (FACTOR I)

Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)					
	A	B	C	D	E	F
Nonsupervisory Grades	Supervisory Grades					
1	1	1	1	2	3	4
2	1	1	2	3	4	5
3	1	2	3	4	5	6
4	2	3	4	5	6	7
5	3	4	5	6	7	8
6	4	5	6	7	8	9
7	5	6	7	8	9	10
8	6	7	8	9	10	11
9	7	8	9	10	11	12
10	8	9	10	11	12	13
11	9	10	11	12	13	14
12	10	11	12	13	14	15
13	11	12	13	14	15	16
14	12	13	14	15	16	17
15	13	14	15	16	17	18

GRADING TABLE
SUPERVISORY SITUATION 2. (FACTOR I)

Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)					
	A	B	C	D	E	F
Nonsupervisory Grades	Supervisory Grades					
1	1	1	2	3	4	5
2	1	2	3	4	5	6
3	2	3	4	5	6	7
4	3	4	5	6	7	8
5	4	5	6	7	8	9
6	5	6	7	8	9	10
7	6	7	8	9	10	11
8	7	8	9	10	11	12
9	8	9	10	11	12	13
10	9	10	11	12	13	14
11	10	11	12	13	14	15
12	11	12	13	14	15	16
13	12	13	14	15	16	17
14	13	14	15	16	17	18
15	14	15	16	17	18	--

NOTE: Grade WS-18 is the highest grade permissible for FWS supervisors.

GRADING TABLE

SUPERVISORY SITUATION 3. (FACTOR I)

Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)				
	B	C	D	E	F
Nonsupervisory Grades	Supervisory Grades				
1	3	4	5	6	7
2	4	5	6	7	8
3	5	6	7	8	9
4	6	7	8	9	10
5	7	8	9	10	11
6	8	9	10	11	12
7	9	10	11	12	13
8	10	11	12	13	14
9	11	12	13	14	15
10	12	13	14	15	16
11	13	14	15	16	17
12	14	15	16	17	18
13	15	16	17	18	--
14	16	17	18	--	--
15	17	18	--	--	--

NOTE: Grade WS-18 is the highest grade permissible for FWS supervisors.

GRADING TABLE

SUPERVISORY SITUATION 4. (FACTOR I)

Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)			
	C	D	E	F
Nonsupervisory Grades	Supervisory Grades			
1	5	6	7	8
2	6	7	8	9
3	7	8	9	10
4	8	9	10	11
5	9	10	11	12
6	10	11	12	13
7	11	12	13	14
8	12	13	14	15
9	13	14	15	16
10	14	15	16	17
11	15	16	17	18
12	16	17	18	--
13	17	18	--	--
14	18	--	--	--
15	--	--	--	--

NOTE: Grade WS-18 is the highest grade permissible for FWS supervisors.

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Final grade determination

The grade level initially determined above usually will be the final grade resulting from application of the preceding sections of this standard. However, additional rules and grade adjustments may apply in some circumstances, as indicated below.

Jobs of full assistants

When a supervisor is the full assistant to a superior, and has direct day-to-day line authority over all personnel and work operations for which the superior is responsible, the job of the superior is graded first, without regard to the full assistant. The full assistant supervisor then is graded one grade below the final grade of the superior. (Full assistant jobs are "one-position" jobs clearly recognized as being in the "Number 2" spot of the organization or activity with full authority to act on all matters for which the superior is responsible.)

Duties performed in the absence of a superior

When a supervisor takes the place of a superior only if the superior is absent, the supervisor is graded on the basis of the supervisor's regular duties and responsibilities. No additional grade should be added for serving in the absence of the superior.

Mixed supervisory-nonsupervisory jobs

When both supervisory responsibilities and nonsupervisory work are a regular and recurring part of a job, the supervisory duties and nonsupervisory work are first graded separately. The final grade of such a job is then determined by selecting the supervisory or the nonsupervisory grade which results in the higher pay rate for the job.

Note: When the final grade of such a job is based on its nonsupervisory work, the job is titled, coded, and graded as a nonsupervisory job. However, if the supervisory duties of such a job are considered significant for recruitment and selection purposes, this should be shown by adding a parenthetical supervisory indicator to the basic nonsupervisory title, for example, Die Sinker (Supervisor) WG-3428-14.

Grade level adjustments

Both upward and downward changes from the initially determined grade are required as indicated in the circumstances described below. In determining the adjustment to be made, a situation requiring a downward grade adjustment balances and cancels a

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situation requiring an upward grade adjustment. Two strengthening situations outweigh a single weakening situation and, conversely, two weakening situations outweigh a single strengthening one. (Note: Upward grade adjustments do not apply to jobs properly graded at WS-18. Grade level adjustments may not exceed one grade level.) The following rules apply in making grade adjustments:

- When the number of applicable situations calling for an upward grade adjustment exceeds the number of applicable situations requiring a downward adjustment, an upward adjustment of one grade is warranted.
- When the number of applicable situations calling for a downward grade adjustment exceeds the number of applicable situations requiring an upward grade adjustment, a downward adjustment of one grade is required.
- When the number of applicable situations calling for an upward grade adjustment is the same as the number of applicable situations requiring a downward grade adjustment, no grade adjustment is warranted.

Downward grade adjustments are indicated in the following situations:

1. Alignment between higher and lower level supervisors
When the grade of a supervisor's job, resulting from application of the grading table, would be the same as the grade of the supervisor's superior, the grade of the supervisory job being graded must be adjusted downward.
2. Supervisory responsibility which does not fully meet supervisory situation 1 (Factor I)
-In some work situations, there may be jobs which warrant grading as supervisors under this standard but involve a degree of supervisory accountability which only barely exceeds that of leaders. When the supervisory responsibility of such a job is so limited that it does not fully meet supervisory situation 1 under Factor I of this standard, the grade of the supervisory job being graded must be adjusted downward.

Upward grade adjustments are indicated in the following situations:

1. Borderline jobs
The grade of a supervisory job must be adjusted upward from the initially determined grade when the following condition applies:

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The job being graded substantially exceeds the supervisory situation (Factor I) which was credited in applying the grading table; and

the level of work supervised (Factor II) which was credited in applying the grade table is not the highest level of work performed by subordinates for which the supervisor has full technical accountability.

2. Work situations which impose special or unusual demands on the supervisor

In some situations, the nature of the work operations supervised, the mission to be accomplished, or other circumstances impose special demands on the supervisor involved. These special requirements may significantly affect the intensity of the supervisory effort, and the level of both technical and administrative knowledge and skill which must be applied.

In the situations noted below, the preceding provisions of this standard do not fully recognize and credit the impact on the supervisory job of such special requirements. Accordingly, when the following situation applies, the grade of the job being graded must be adjusted upward.

Special staffing requirements

In some work situations, special staffing requirements may impose on the supervisor a substantially greater responsibility for job design, job engineering, work scheduling, training, counseling, motivating, and maintaining security than that which is normally encountered in orienting, training, and supervising subordinates in accomplishing work. For example, special employment programs such as work-study, upward mobility, rehabilitation, and others, may be geared toward utilizing employees with very low level skills and inappropriate or no work experience. Other "staffing" situations, such as those at correctional institutions, also may involve exceptionally difficult attitudinal, motivational, control, and security problems. An upward grade adjustment may be made in determining the grade of a supervisor directly responsible or indirectly responsible (through subordinate supervisors) for work operations involving such exceptional conditions when all of the following are present:

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- A majority (i.e., more than fifty percent) of the subordinate workforce is involved and reflects the special requirements;
- The special staffing circumstances, rather than being temporary or intermittent in duration, affect the responsibilities of the supervisor on a permanent and continuing basis;
- Job assignments, work tasks, training, security measures, and other supervisory actions must be tailored to fit these special circumstances for individual workers; and
- Counseling and motivational activities are regular and recurring, and are essential to the effective handling of the special work situation.